



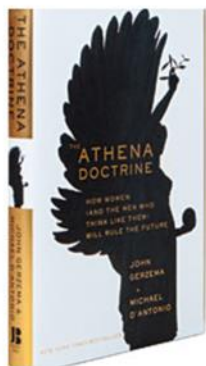
# THINK LIKE A WOMAN

Leading in the  
21st Century





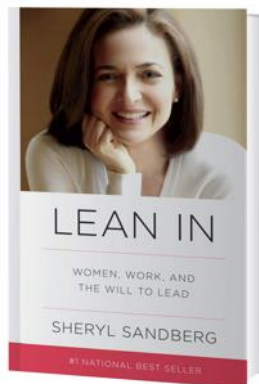
## THE LEADERSHIP GREEN ROOM



McKinsey & Company



GALLUP®



HayGroup®

**“Femininity is the  
operating system of  
21<sup>st</sup> Century progress.”**

*John Gerzema, Social Strategist and Author of “The Athena Doctrine”*



got purpose?

**WHAT ARE THE MOST  
IMPORTANT TRAITS FOR  
LEADING IN THE 21<sup>ST</sup>  
CENTURY?**



150,000 miles traveled to 26 cities



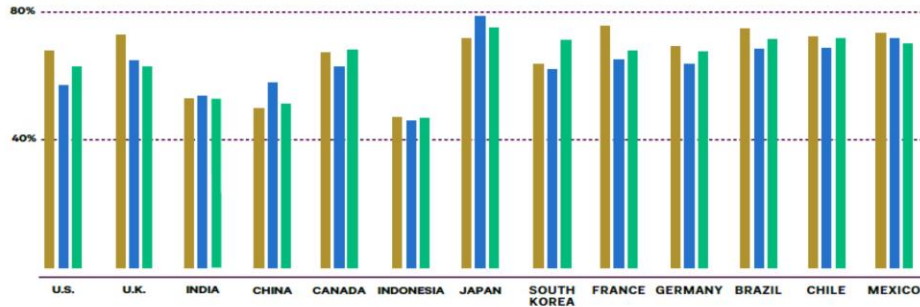
The world would be a better place  
if men thought more like women.

Global Average

66%  
of adults agree

63%  
of men agree

65%  
of millennials agree



64,000 people in 13 countries



The background of the image is a repeating pattern of small circles. Each circle contains a white icon of a person. The circles are colored in a variety of colors including blue, green, red, yellow, and brown. The icons represent both men and women, with the male icon being a simple stick figure and the female icon having a skirt. The pattern is dense and covers the entire background.

125



## TOP 10 COMPETENCIES DESIRED FOR MODERN LEADERS

The most highly correlated characteristics for the 'ideal modern leader' based on a survey of 64,000 people around the world.



<b>VIEWED AS FEMININE</b>	<b>VIEWED AS MASCULINE</b>
1. Expressive	
2. Plans for future	
	3. Decisive
4. Reasonable	
5. Loyal	
6. Flexible	
7. Patient	
	8. Resilient
9. Intuitive	
10. Collaborative	



# Is This the Woman Who Will Save Uber?

By SHEILA MARIKAR JULY 22, 2017



A little over a year before Bozoma Saint John became the first chief brand officer at Uber, the transportation company's best hope to rehabilitate its tarnished image, she hailed a ride from the Four Seasons hotel in Austin, Tex., to a nearby business dinner. What pulled up was a wreck.

"Hey, nothing's going to happen to me in this car, right?" Ms. Saint John said half-jokingly to the driver. "You can drive, right?"



HSN's Mindy Grossman. Courtesy of HSN

INVESTING

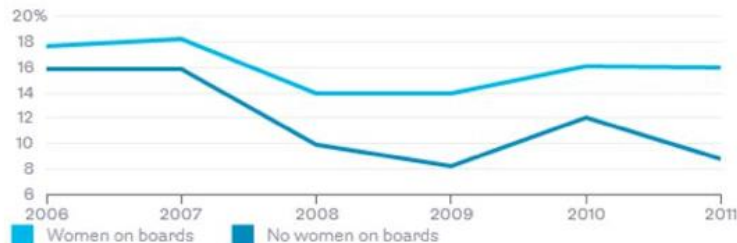
## Women-led companies perform three times better than the S&P 500

Pat Wechsler  
Mar 03, 2015

You've heard that companies with women executives perform better than those led by men—and finding that women CEOs in the *Fortune* 100 S&P 500 enterprises run predominantly by men

## Better Results When Women Sit on Boards

Average ROE\* is higher over six years



Source: Credit Suisse Research Institute (2012)

\*Return on equity at 2,360 companies worldwide

## BUSINESS INSIDER

### Companies with women in leadership roles crush the competition

SETH ARCHER  
JUN. 17, 2016, 10:12 AM

"Women do not participate in the global economy to the same extent as men do," according to a study on gender diversity in corporate leadership.

But that doesn't mean women shouldn't participate more.

The study on gender diversity by Marcus Noland, Tyler Moran, and Barbara Kotschwar for the Peterson Institute for International Economics released earlier this year says there is a positive correlation between the presence of women in corporate leadership and performance "in a magnitude that is not small."

It is hard to nail down the exact performance bump a woman's presence can lend a company — only about half of the companies studied had any female leaders at all. But the study did suggest that having a woman in an executive position leads to better performance, with the more women the better.



Facebook executive Sheryl Sandberg.

*Sheryl Sandberg/Getty*

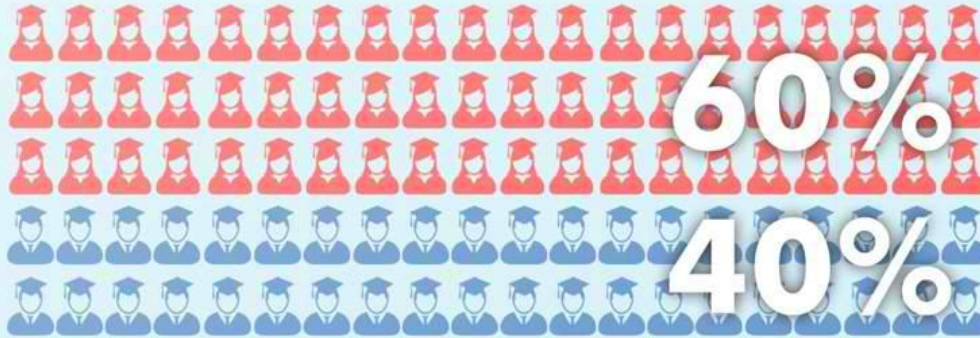


If Lehman Brothers had been “Lehman Sisters,” the economic crisis clearly would have looked quite different.

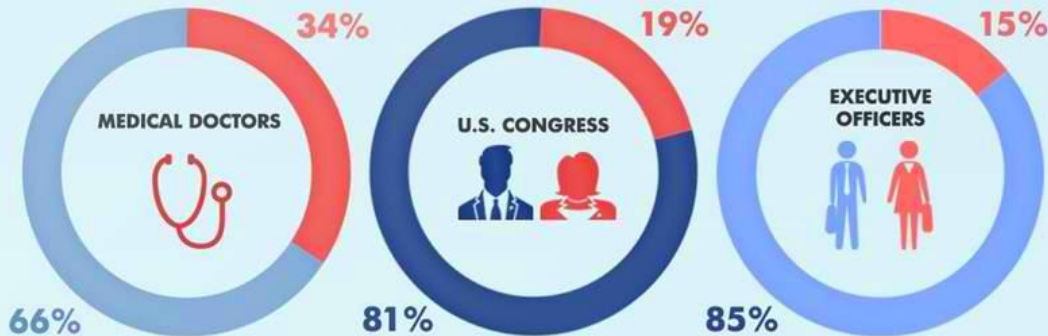
Christine Lagarde, Managing Director, IMF

**DESPITE ALL  
OF THIS...**

EVEN THOUGH **WOMEN** EARN MORE DEGREES THAN **MEN**...



THEY ARE UNDERREPRESENTED IN LEADERSHIP ROLES



- Women currently hold **6.4%** of CEO positions at *Fortune 500* companies.
- Women made up **20%** of board seats of the *Fortune 500* in 2016.
- **Minority women** made up only **4%** of 2016 board seats of the *Fortune 500*.



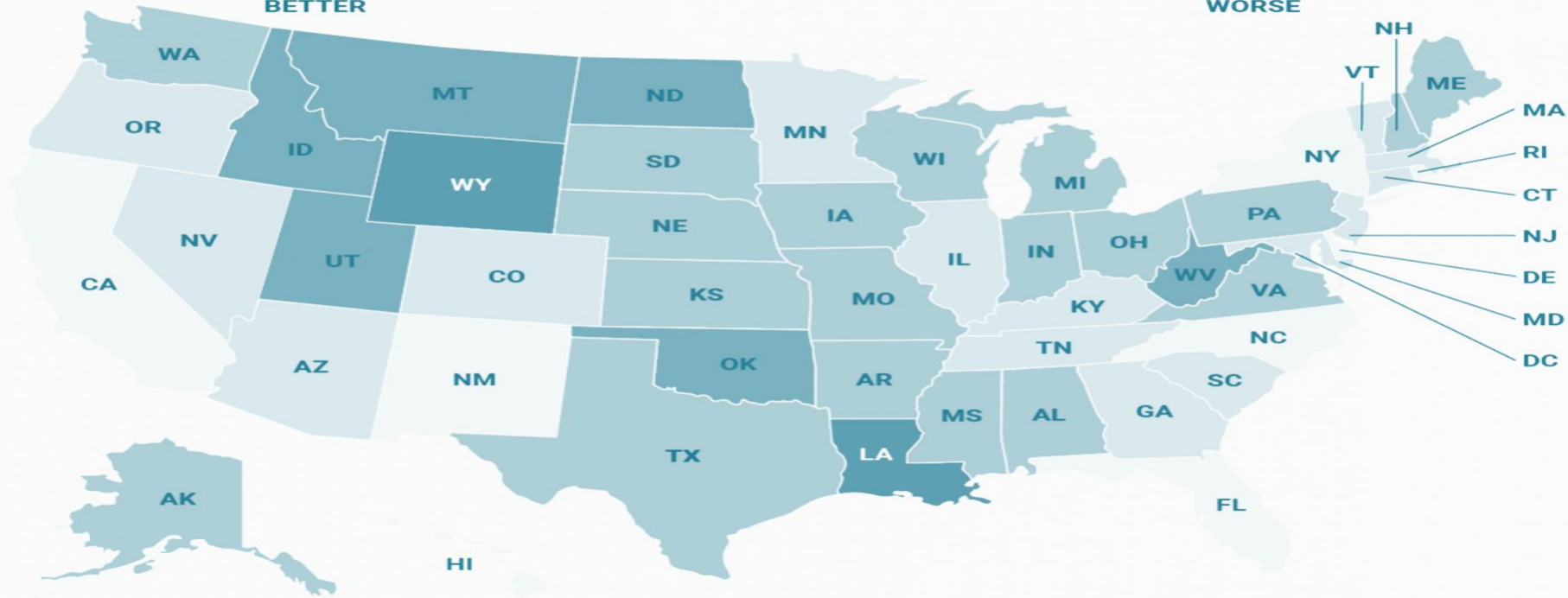
It's estimated that women will not achieve pay equity until 2060.

## GENDER PAY GAP BY STATE, 2015

10–15% 16–20% 21–25% 26–30% 31–35%

BETTER

WORSE



**WHY ARE WE  
STILL NOT  
SEEING MORE  
WOMEN  
LEADERS?**



HBR.ORG

# Harvard Business Review

SEPTEMBER 2013

115 Managing Yourself

Make Time for the Work That Matters  
Julian Birkinshaw and Jordan Cohen

90 Marketing

The Truth About Customer Experience  
Alex Rawson, Ewan Duncan, and Conor Jones

23 Idea Watch

Wearables in the Workplace  
H. James Wilson

## Emotional Bossy Too Nice

The biases that still hold female leaders back—  
and how to overcome them

PAGE 59

I'm not bossy.  
I'm *the boss*.

BEYONCÉ

BAN  
BOSSY

banbossy.com

LEAN IN

girl scouts



Next time you are about to call a little girl “bossy”, say instead: she has **executive leadership skills**

Sheryl Sandberg  
COO and Member of the Board, Facebook  
in: Leading in a Complex World



# Women cannot be fairly evaluated when bias exists

- ✓ Replacing a woman's name with a man's name on a resume improves their odds of getting hired by 61%.
- ✓ The assertive, authoritative, and dominant behaviors that people link with leadership tend not to be viewed as attractive in women.



So....

# How do we drive change?

- 1) Change the Conversation
- 2) Enlist the Help of Men
- 3) Courage!





# Change the Conversation to “Women Bring Opportunity”

- ✓ Fortune 500 companies with high % of women on their boards see **significantly higher returns on sales and equity**.
- ✓ Organizations that embrace female-specific issues, such as childcare and maternity leave, reap the rewards of **higher employee satisfaction and less staff turnover**.
- ✓ A study of over 900 companies shows that organizations with 3 or more women in senior management are ***simply more effective in all dimensions***.

**\$28 trillion**

If the world closed the gender gap in workforce participation, GDP would increase by \$28 trillion (about a quarter of the world's current GDP and almost half of its current debt) by 2025.



A study of over 900 companies shows that **organizations with three or more women in senior management roles score higher in all dimensions** of organizational effectiveness.

# This Is About Economics

**“Advancing women isn’t a corporate social responsibility, it’s a competitive imperative.”**

Mark Bregman, CTO, Neustar

**“This issue is not about equality or fairness, it’s about winning.”**

Thomas Falk, Chair & CEO, Kimberly-Clark

**“Since women make most of the financial decisions in households, not having females perspectives to attract women customers just seems like bad business.”**

Fast Company, August 2014

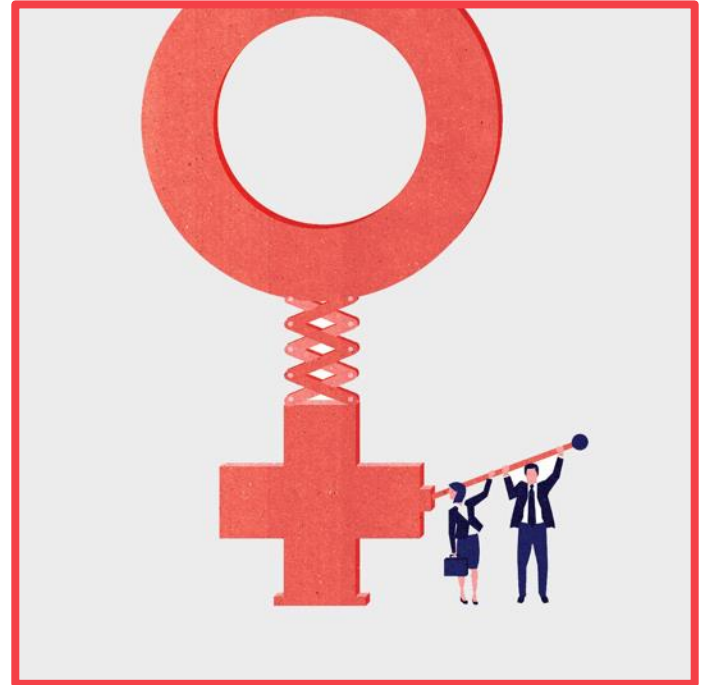
Enlist the Help of Men

# Men Make Great Sponsors

## What is a sponsor?

A senior leader or other person who uses strong influence to help the protégé obtain high-visibility assignments, promotions, or jobs.

A coach talks to you, a mentor talks with you, and **a sponsor talks about you.**



**LEADING  
SELF**

**LEADING  
OTHERS**

Business  
Strategic  
Financial  
Acumen

**LEADING  
the  
BUSINESS**

# We are choosing not to try...

- Women only apply for jobs they are 100% qualified for.
- Men are 4x more likely to negotiate salary.
- Men are viewed as being more comfortable with risk.





# Authentic Leadership for Women

**SELF AWARENESS & CONTINUOUS LEARNING**



**VALUES & PURPOSE**



**CONNECTION & RENEWAL**



**CONFIDENCE & COURAGE**



# CONFIDENCE & COURAGE



# 4 Building Blocks for Kick-@ss Confidence

## **AUTHENTICITY**

My actions are consistent with deeply held beliefs and values.

## **SELF-EFFICACY**

A belief that I can achieve my goals.

## **GRIT**

I have the ability to persevere for the long term. I have the resourcefulness to find solutions to tough challenges.

## **VOICE**

I have the ability to say what needs to be said to improve outcomes in a way that can be heard.

you get in life  
WHAT YOU HAVE THE  
**COURAGE**  
to ask for.

- OPRAH WINFREY



Leadership  
Louisville Center



## THE LEADERSHIP GREEN ROOM

We believe **LEADERSHIP  
DEVELOPMENT** is a force  
for **POSITIVE CHANGE**  
in the world.











THIS CONTENT IS THE  
PROPERTY OF THE  
LEADERSHIP LOUISVILLE  
CENTER AND CANNOT BE  
PRINTED, DISTRIBUTED OR  
REPLICATED WITHOUT  
PERMISSION. THANKS SO  
MUCH!